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TWENTY-SECOND

RAILROAD MANAGEMENT INSTITUTE

"Profit Opportunities in Today's Challenges"



January 8 through January 19, 1968

THE AMERICAN UNIVERSITY

Transportation and Logistics Program
School of Business Administration
Washington, D. C.

GENERAL INSTITUTE INFORMATION

ADMISSION: This is a time-tested management development program for those with a basic understanding of transportation who are preparing for advancement to greater executive responsibilities. Applicants preferably should be selected or approved by superiors.

METHOD OF INSTRUCTION: The basic procedure is that of a workshop. Following each session's presentation, work-groups determine major issues which become the basis for general discussion in concluding each half-day session. The closing half-day is devoted to reports on key issues and questions covered in the program, answers to which result in a summary report of the Institute. Field trips to transportation facilities and government agencies will supplement classroom work. Morning Session: 9:00 a.m. to 12:30 p.m. Afternoon Session: 1:40 p.m. to 5:00 p.m. unless otherwise specified.

LOCATION OF INSTITUTE: All sessions held in Shoreham Hotel, 2500 Calvert Street, N.W., Washington, D. C. Tel. No. (202) ADams 4-0700.

CORRESPONDENCE: Address to Director, Transportation and Logistics Institutes, The American University, 1901 F Street, Northwest, Washington, D. C. 20006, telephone (202) 783-4940.

COST OF INSTITUTE: Fee is \$375.00 (includes lunches, instructional materials, field trips).

REGISTRATION PROCEDURE: Applicants may use attached application for enrollment, or register by letter. Make checks payable to THE AMERICAN UNIVERSITY. Letter of billing instructions and purchase orders are accepted. Fee or statement of approval by superior must be received before enrollment can be assured. (Military officers are required to bring two copies of their travel orders.) Money will be refunded if application for admission is denied. Last date for registration or cancellation (except by special arrangement) is January 5, 1968.

ACCOMMODATIONS: It is recommended that reservations be made at the Shoreham Hotel. Special rates of \$15 per day single, \$20 double, have been arranged. If necessary, contact us for assistance.

INFORMATION: Brochures, applications, and further information may be obtained from Mrs. Mary Otteson, Secretary, Transportation and Logistics Program, The American University, 1901 F Street, N.W., Washington, D. C. 20006. (202) 783-4940.

Twenty-second RAILROAD MANAGEMENT INSTITUTE

MARVIN L. FAIR

Director, Transportation and Logistics Program

HERBERT O. WHITTEN

Director, Transportation and Logistics Institutes

THEME

"Profit Opportunities in Today's Challenges"

- How can the challenges that railroads face become opportunities for profitable service?
 - How can government research help the railroads and the economy?
 - What are the problems of expanding coordinated transportation services?
 - What are the prospects in the next decade for improved labor, management, government relations?
 - What new tools of management and research will assist maximization of revenues and minimization of costs?
 - Is passenger traffic worth fighting for? If so, how and what type?
 - What are the profit potentials from major technological change?
 - How can the use of information systems be optimized?
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PROGRAM

Monday, January 8, 1968

Registration and Orientation 9:00-10:30 a.m.

Institute will be held in the Shoreham Hotel, 2500 Calvert Street, N.W.

Welcome on behalf of The American University,
School of Business Administration, Transportation
and Logistics Program

MORNING SESSION

Keynote Address:

"What Makes a Manager Successful?" 10:30-12:15
DR. NATHAN A. BAILY, *Dean, School of Business
Administration, The American University*

AFTERNOON SESSION

I. The Challenge of National Economic Growth

1. To the Transport System

JAMES R. NELSON, *Director, Office of Economics,
Office of the Secretary of Transportation,
Department of Transportation (DOT)*

2. To the Railroads

W. GRAHAM CLAYTOR, JR., *President, Southern
Railway System*

Tuesday, January 9, 1968

MORNING SESSION

II. Challenges in Communication

1. Management Communications

EDWIN G. CAUDILL, *Assistant Professor, Business Management, School of Business Administration, The American University*

2. Management Information Systems

- a. Basic Concepts of Techniques and Application of Computer Systems

C. D. EDWARDS, *Director, Administration Data Systems, New York Central System, New York*

AFTERNOON SESSION

- b. The Computer as a Tool of Research

DR. H. N. LADEN, *Director of Research Services, C&O-B&O Railroad, Baltimore*

- c. Computers and Management

R. P. de CAMARA, *Vice President - Information and Control Systems, Illinois Central Railroad, Chicago*

Wednesday, January 10, 1968

III. The Challenge to Marketing

MORNING SESSION

1. Organization of Marketing for Profitable Growth

JOSEPH M. OSTROW, *Assistant Vice President-Market Planning and Research, New York Central System, New York*

2. Pricing the Product

J. W. INGRAM, *Asst. Vice President-Marketing Research, Illinois Central Railroad, Chicago*

R. H. STEINER, *General Manager of Pricing, New York Central System, New York*

AFTERNOON SESSION

3. Researching the Market

JOHN A. GRYGIEL, *Manager, Market Research, Atchison, Topeka & Santa Fe Railway, Chicago*

4. Profit Responsibility vs. Service Performance

WALTER H. CRAMER, JR., *Director of Traffic, St. Louis-San Francisco Railway, St. Louis*

Thursday, January 11, 1968

MORNING SESSION

IV. The Challenge of Research

FREDERICK A. KOOMANOFF, *Senior Associate, Planning Research Corp.*

RAILROAD MANAGEMENT INSTITUTE PLANNING COMMITTEE

- F. Porter Blackard, *District Sales Manager, Norfolk and Western Railway Company*
- Carroll P. Burks, *President, The American Short Line Railroad Association*
- F. Gibson Darrison, Jr., *Executive Representative, New York Central System*
- Howard Freas, *Assistant to the President, Southern Railway System*
- General Thomas Fuller, *Assistant to President, Seaboard Coast Line Railroad Company*
- Aaron Gellman, *Vice President, The Budd Company, Philadelphia*
- Thomas M. Goodfellow, *President, Association of American Railroads*
- Robert S. Hamilton, *Vice President-Marketing and Research, Southern Railway System*
- John E. McGrath, *Assistant Director, Transportation Rates and Economic Branch, Bureau of Transportation, U. S. Post Office Department*
- R. Rex Manion, *Vice President, Operating Department, Association of American Railroads*
- T. R. Mappes, *Assistant to President, St. Louis-San Francisco Railway Company*
- Joseph M. Ostrow, *Assistant Vice President, Market Planning and Research, New York Central System, N. Y.*
- H. F. Pugh, *General Traffic Agent, The Atchison, Topeka and Santa Fe Railway*
- H. E. Sehler, *General Agent, Louisville & Nashville Railroad*
- Joseph C. Scheleen, *Editor, Traffic World*
- Tom Shedd, *Editor, Modern Railroads, Chicago*
- Walter Taft, *Washington Editor: RAILWAY AGE*
- G. C. Vietsch, *Executive Director, Railway Systems and Management Association, Chicago*

HONORARY MEMBERS

- G. B. Aydelott, *President, The Denver and Rio Grande Western Railroad Company, Denver*
- C. E. Bertrand, *President, Reading Company, Philadelphia*
- Curtis D. Buford, *President, The Pittsburgh & Lake Erie Railroad Company, Pittsburgh*
- Walter E. Buhite, *President, Pittsburgh and Shawmut Railroad Company, Kittanning, Pa.*

20th Logistics and Traffic Management Institute
March 11-22, 1968

Urban (Metropolitan) Transportation Conference
3 day session Spring 1968, tentative

22nd Air Transport Management Institute
October 21-November 1, 1968

For information write Director, Transportation and Logistics Institutes, The American University, 1901 F Street, N.W., Washington, D. C. 20006. (202) 783-4940, ext. 45.

APPLICATION AND REGISTRATION
TWENTY-SECOND RAILROAD MANAGEMENT INSTITUTE

JANUARY 8-19, 1968

Name of Registrant..... Home Tel.:.....

Home Address of Registrant..... STATE..... CITY..... ZIP CODE.....

Registrant's present position, name and address of sponsoring firm.....

..... Bus. Tel.:.....

STREET..... CITY..... STATE..... ZIP CODE.....

Fee: \$375. Organizations selecting enrollees may apply by letter. (See Registration Procedure.)

Check for \$..... payable to The American University attached ☐.

Accommodations: ☐ Will make own arrangements; ☐ Desire reservations at Shoreham Hotel (indicate room preference, number of persons, arrival time).....

Mail applications: to Director, Transportation and Logistics Institutes, The American University, 1901 F St., N.W., Washington, D. C. 20006. Fee or statement of official approval for attendance must be received before enrollment can be assured. (Applications are subject to approval by The American University.) Military officers must submit two copies of travel orders.

AFTERNOON SESSION

V. The Challenges of Logistics

1. Bulk Materials Transportation

G. A. SQUIBB, *Vice President-Marketing, Bessemer & Lake Erie Railroad, Pittsburgh*

2. The Role of the Product Manager

WILLIAM BAMERT, *Asst. Vice President-Management Services, Baltimore & Ohio Railroad Co., Baltimore*

3. Containerization

FRED MULLER, JR., *Consultant, Florham Park, N. J.*

Friday, January 12, 1968

MORNING SESSION

VI. The Challenge of Operating the System

1. Modernizing the Plant

L. STANLEY CRANE, *Vice President-Engineering & Research, Southern Railway System*

2. Modernizing the Equipment

AARON J. GELLMAN, *Vice President-Planning, The Budd Company, Philadelphia*

WALTER A. RENZ, *President, American Railway Car Institute, New York*

AFTERNOON SESSION

3. Automation—Fantasy or Fact

FRANKLIN GEORGE, *Engineer, Advanced Systems, General Railway Signal Company, Rochester*

4. Car Location and Utilization-The AAR

Car Location Data Center

R. A. PETRASH, *Executive Director, Data Systems Division, Association of American Railroads*

5. Piggyback and Coordinated Transport

G. P. HUNTER, JR., *Manager-Piggyback, Norfolk and Western Railway, Roanoke*

Monday, January 15, 1968

MORNING SESSION

VII. The Challenge of the Passenger Service

1. The Status of Long Distance Passenger Service

J. R. GETTY, *Vice President-Passenger Traffic Seaboard Coast Line Railroad Co., Richmond*

2. The Challenge of Commuter Service

PAUL H. REISTRUP, *Vice President, Illinois Central Railroad, Chicago*

JOHN C. KOHL, *Executive Secretary, Div. of Engineering, National Academy of Sciences*

LUNCHEON (12:00-2:00)

VIII. The Role of the Federal Railroad Administration

L. C. CORCORAN, *Chief Counsel, Federal Railroad Administration, Department of Transportation*

AFTERNOON SESSION

1. Research in the Office of High Speed Ground Transportation

DR. ROBERT A. NELSON, *Director, Office of High Speed Ground Transportation, Federal Railroad Administration, DOT*

EDWARD WARD, *Chief, Research & Development Div. (DOT)*

PAUL W. SHULDINER, *Chief (Actg.), Transportation Systems Planning Div. (DOT)*

ROBERT T. SMITH, III, *Chief, Demonstrations Div. (DOT)*

Tuesday, January 16, 1968

MORNING SESSION

IX. Measurement for Profit and Control

1. Consideration of Cost Concepts

BURTON N. BEHLING, *Vice President, Bureau of Railway Economics, Association of American Railroads*

HERBERT O. WHITTEN, *Dir., Transportation & Logistics Institutes, The American University*

AFTERNOON SESSION

2. Corporate Cost Systems as a Management Tool

R. A. NAVIN, *Executive Staff Assistant, Illinois Central Railroad, Chicago*

H. T. LANDOW, *Consultant, Peat, Marwick, Mitchell & Co., Chicago*

Wednesday, January 17, 1968

MORNING SESSION

X.

FIELD TRIP

(9:00 to 12:30)

INTERSTATE COMMERCE COMMISSION
HEARING

AFTERNOON SESSION

XI. Planning the Corporation's Finances

HUNTER HOLDING, *Vice President, The Equitable Life Assurance Society of the United States, New York*

HENRY LIVINGSTONE, *Asst. Vice President-Research, Clark, Dodge & Co., Inc., New York*

Thursday, January 18, 1968

MORNING SESSION

**XII. Challenge of Labor-Management
Cooperation Forward Change**

GUS WELTY, *Senior Editor, Railway Age,
Chicago*

J. P. HILTZ, JR., *Chairman, National Railway
Labor Conference, Chicago*

SPEAKER TO BE ANNOUNCED

AFTERNOON SESSION

XIII. The Challenge of Modernizing Management

1. Mergers for Growth

HERBERT E. BIXLER, *Vice President, Systems
Analysis and Research Corporation, Cam-
bridge, Mass.*

2. Strengthening Management

GRANT C. VIETSCH, *Executive Director, Rail-
way Systems and Management Association,
Chicago*

Friday, January 19, 1968

MORNING SESSION

3. Managements' Self Inflicted Wounds: A
Formula for Executive Self Analysis

DR. CHARLES F. AUSTIN, *Asso. Professor, Or-
ganizational Behavior and Business Adminis-
tration, The American University*

**XIV. Review and Discussion of
Work-Group Reports**

**XV. Closing Meeting and
Awarding of Certificates**

Luncheon

12:30-2:30 p.m.

Address: "Railroads Unlimited—A Look Ahead"

THOMAS M. GOODFELLOW, *President, Associa-
tion of American Railroads*

Remarks by President of Institute Class

Awarding of Certificates

The book **Coordinated Transportation — Prob-
lems and Requirements**, an analysis based on the
papers and discussions of the five Workshop
Conferences on Coordinated Transportation held
by The American University's Transportation and
Logistics Program will be available early in 1968.
For further information contact Dr. Marvin L.
Fair, Director, Transportation and Logistics Pro-
gram, The American University, 1901 F St.,
N.W., Washington, D. C. 20006, Telephone:
783-4940.

THE AMERICAN UNIVERSITY

THE TRANSPORTATION AND LOGISTICS PROGRAM

The Transportation and Logistics Program of The American University consists of three major divisions:

- Academic program leading to various degrees, undergraduate and graduate;
- Transportation and Logistics institutes;
- Transportation and Logistics Research Center.

Degree Courses in Transportation and Logistics

Full-time Staff:

Dr. Marvin L. Fair, Director of the Program

Dr. Myles E. Robinson, Professor of Transportation and Marketing

Dr. Herschel Cutler, Associate Professor of Transportation

Herbert O. Whitten, Director of Transportation and Logistics Institutes

Students find many unique and outstanding opportunities at the School of Business Administration of The American University. A pioneer in transportation education, the University offers the advantage of a carefully designed curriculum plus the unequaled research resources and concentration of experts to be found in the nation's capital.

Specialization in Transportation and Logistics leads to the degrees of Bachelor of Science in Business Administration, Master of Business Administration, Master of Arts in Economics, Ph.D. in Business Administration or Ph.D. in Economics. Students may enroll for full or part-time study.

The curriculum provides an effective educational background for executive responsibilities and preparation for examination for admission to the American Society of Traffic and Transportation and to practice before a regulatory commission.

The Fletcher and the Southern Railway Transportation Fellowships for graduate study are awarded annually. Part-time paid Graduate Internships with local transportation associations, private carrier organizations, transportation consultants and government agencies, providing valuable professional and research experience, are also available.

School of Business catalogs and application forms may be requested from the Admissions Office.

Twentieth Anniversary

PHYSICAL DISTRIBUTION MANAGEMENT INSTITUTE

March 13-20, 1968

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THE AMERICAN UNIVERSITY
School of Business Administration
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